
Terminal Business Service (ATB): Introduction & Overview

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Background

- Things will be changing
 - AIR 21 legislation that created the Chief Operating Officer (COO) and the Management Advisory Council (MAC)
 - The MAC is in place
 - The ATS Subcommittee met January 31
 - President Clinton's executive order establishing the Air Traffic Organization as a performance-based organization
 - Designation of Norman Mineta as Secretary of Transportation
- Aviation is a special interest of the new Secretary
- We are at a crossroads



Why Change?

- NAS modernization is not finished
 - We have had successes and we have had missteps
 - The successes were difficult to attain
 - There is much work left to be done
- STARS
- We are the *only* ones who know what needs to change and who have the power to do it
 - We acknowledge that we created the system
 - We have the ability to change it and make it better

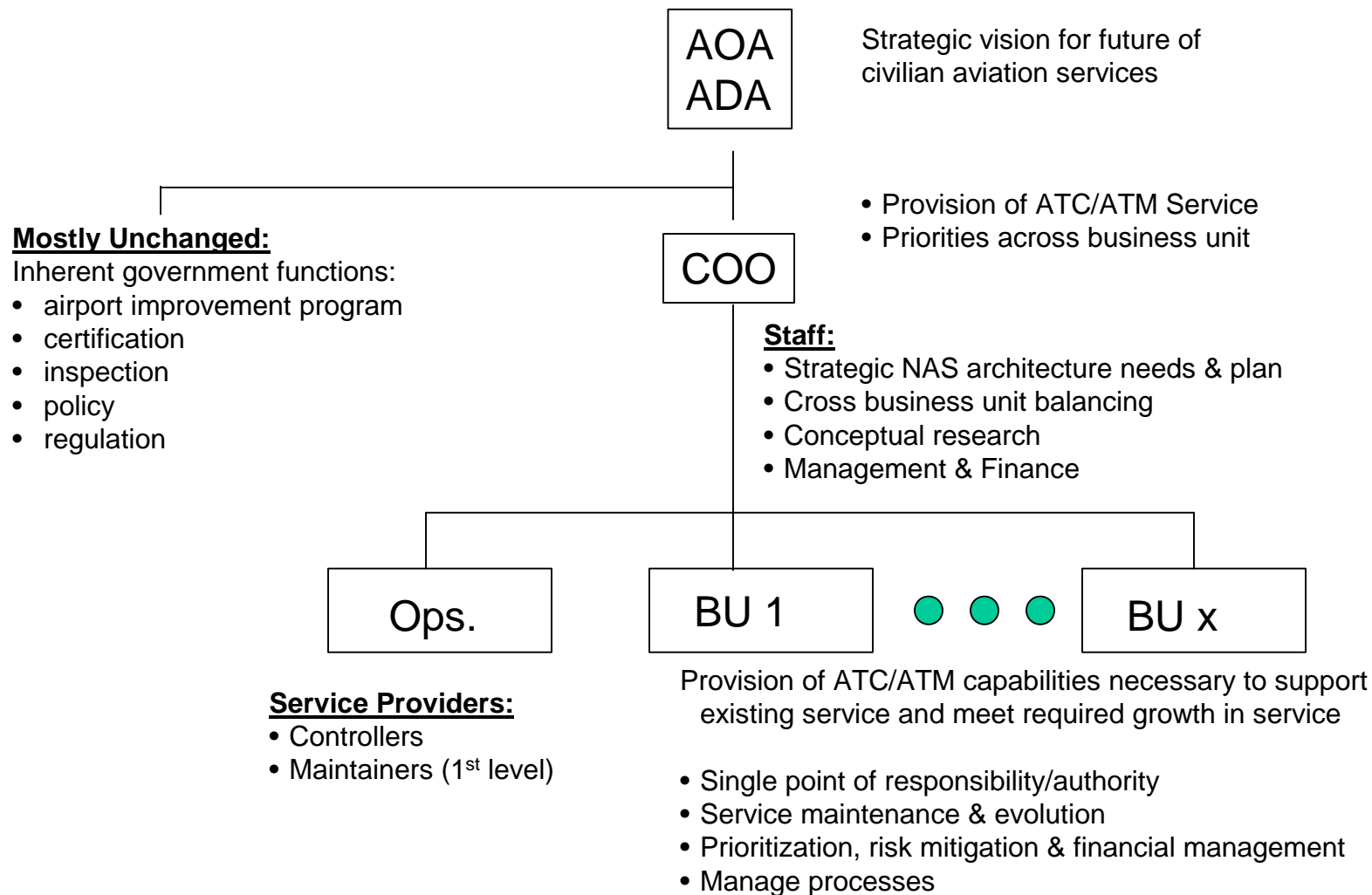


The Opportunity

- The new organization will integrate acquisition and operations--to the benefit of both
- This is the next step on the path of successful NAS modernization
- It is a common sense solution
- We can lead the agency as it becomes a performance-based organization (PBO)



Context Assumption



Where Are We Now?

Core Processes	AUA	AND	ASU	ACT	AOS	ASD	ATP	ATQ	AFZ ATX	ARX	ARR	ARU	ARN	ARW	Axx	ANI	ANS	Union	AVN	AMA	AOZ	ASR	AOP	AML
Define it																								
Refine allocated requirements	X	X		X	X	X	X			X	X	X	X	X	X		X	X			X			
Validate needs	X	X			X	X	X			X	X	X	X	X	X		X	X			X		X	X
Refine and coordinate	X	X			X	X	X				X	X	X	X				X			X			
Develop interface requirements	X	X		X	X	X	X				X	X	X	X				X			X			
Allocate requirements	X	X			X	X			X		X					X	X	X			X			
Analyze and prioritize requirements					X		X				X	X	X					X					X	
Capture & baseline requirements	X	X			X	X	X				X	X	X	X			X	X			X			
Design it																								
Translate operational requirements into life-cycle system specifications	X	X			X	X						X	X	X				X		X	X		X	X
Conduct trade-offs for life-cycle requirements	X	X		X	X	X						X	X	X				X		X	X		X	X
Develop/refine architecture	X	X		X	X	X						X	X	X				X			X			
Define interfaces	X	X		X	X							X	X	X		X		X			X			
Develop design	X	X			X							X	X	X				X			X			
Validate design	X	X		X	X							X	X	X		X	X	X			X			
Place design under CM	X	X			X																X			
Build it																								
Implement system design	X	X		X	X																X			
Test system components	X	X		X	X							X	X	X				X			X			
Develop documentation	X	X		X	X													X			X			X
Develop training material	X	X		X	X				X									X		X	X			X
Integrate system	X	X		X	X																X			
Execute system level testing	X	X	X	X	X			X				X	X	X	X			X			X		X	X
Conduct deployment readiness	X	X		X	X											X	X	X	X		X			
Deliver it																								
Develop individual site plan	X	X		X	X											X	X	X	X		X			
Deliver, install & check-out hardware																								
Develop and maintain site adaptation	X	X			X											X	X	X	X		X			
Deliver, install & check-out system	X	X		X	X											X	X	X	X	X	X			
Conduct training	X	X			X				X			X	X	X	X	X	X	X		X	X			
Upgrade site specific documentation	X	X			X											X	X	X	X		X			
Conduct JAI	X	X	X		X			X				X	X	X	X	X	X	X			X		X	
Transition system to operational status	X	X			X		X					X	X	X	X	X	X	X			X			
Support It (2nd Level)																								
Collect & document problem information					X		X		X		X	X	X	X	X	X	X	X		X			X	X
Provide 24/7 phone or on site assistance, as necessary					X											X								
Determine cause of problem					X		X		X							X	X	X	X					X
Provide problem fix					X											X	X	X	X	X				
Identify development needs	X	X			X		X		X		X	X	X	X	X	X	X	X		X	X		X	X
Capture problems for further analysis					X		X		X	X						X	X	X	X				X	X
Provide feedback to problem/recommendation originator					X		X		X							X	X	X	X		X			X

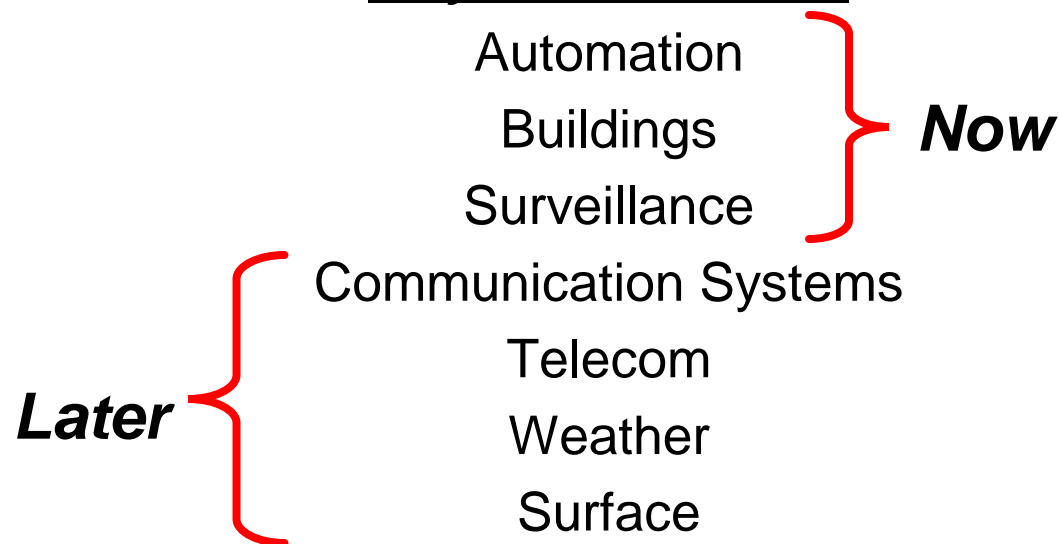


Terminal Business Service: ATB

Mission:

The provision of integrated terminal
air traffic control capabilities

Key Deliverables



Terminal Business Service

- People and resources aligned against the most critical needs
 - Coordinated investment and risk management
 - Integrated planning across projects
 - A structured replanning methodology that limits distribution to other activities
 - Communication across the entire organization that leads to improved decision making and coordinated action
- People at every level of the organization focused on provision of integrated capabilities



Terminal Business Service

- A single set of shared priorities
 - Accountability associated with provision of integrated capability
 - Decision making that is timely, at the appropriate level, and closer to the point of service delivery
- Responsibilities
 - Provide terminal air traffic control capabilities to controllers and systems specialists (controllers and systems specialists are outside ATB)
 - Begins with allocating requirements within ATB and continues through 2nd-level maintenance
 - Integrates planning and funding
 - Merges processes (to provide better hand-offs, transitions)



ATB Core Values

We Value:

- *Honest, open, and timely communication*
 - We transmit, listen, reflect, respect, and respond.
 - We provide feedback, follow-up, and follow-through.
- *Accountability and risk-taking*
 - We hold ourselves and each other accountable for delivering integrated terminal ATB capabilities.
 - We take risks when it is appropriate and responsible to do so.
 - Innovation is expected and supported.
 - We do not allow the ATB to fail by failing to take action ourselves.
- *Our customers*
 - The customer determines the value of capabilities we deliver.
 - We provide business solutions based on needs:
 1. The public
 2. Aviation community
 3. Service partners
 4. ATB employees
 5. FAA management
 6. Executive and legislative branches



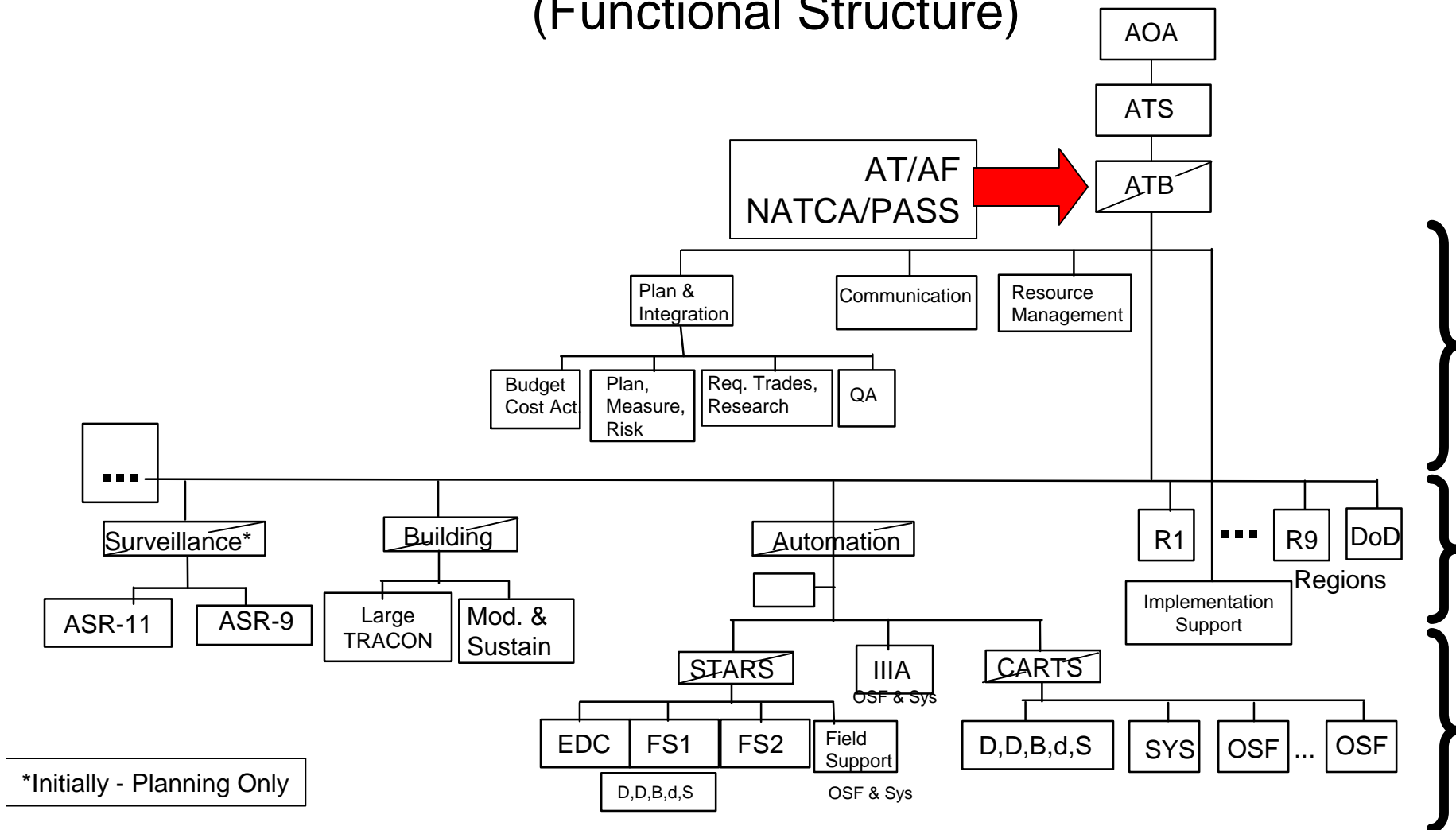
Core Values (cont.)

- *Our people*
 - We invest in human capital by providing opportunities to enhance capability, currency, and competency.
 - We encourage and recognize hard work that delivers results, while acknowledging the needs of the employee.
- *Sound decision-making*
 - Our decisions are:
 - Rational
 - Information-based
 - Appropriate to our level of authority
 - We record and communicate our decisions, vertically and laterally
 - We accept sound business decisions and act on them



Terminal Business Service (ATB)

(Functional Structure)



Key: Bx - Build "X" OSF - Operational Support Facility Sys - System

Scope of ATB

- Initial scope
 - Integrated planning for automation, buildings, surveillance, communications, and weather
 - Execution of automation and buildings programs
 - From requirements to second-level maintenance
- Personnel - 300+
- Budget Line Items
 - Budget Line Items - plan 31, execute 17
 - CIP items - plan 54, execute 22
- Total integrated budget of close to \$1B
 - Combines F&E & Ops



ATB Organizational Structure

- Director, Terminal Business Service, ATB-1
- Deputy Director, Terminal Business Service, ATB-2
- Chief of Staff, ATB-3
- Human Resource and Administrative Management Staff, ATB-10
- Terminal Planning, Control, and Integration Staff, ATB-20
 - Program Control
 - Planning and Integration
- Terminal Transition and Implementation Support Staff, ATB-30
- Regional Terminal Business Program Manager, ATB-101/109
- Terminal Automation, ATB-200
 - STARS
 - ARTS IIIA
 - Common ARTS
- Terminal Facilities, ATB-300
- Terminal Surveillance, ATB-400



Purpose of ATB

- Alignment
- Integration
- Stability
- Equity



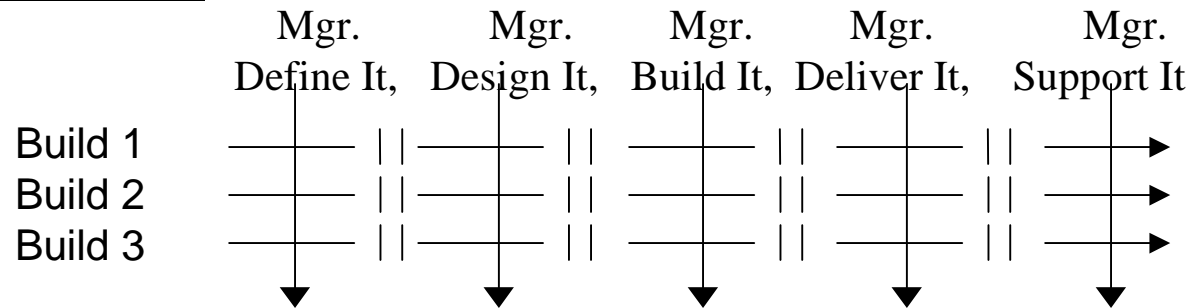
Alignment

- Change in accountability: Employees are accountable to the work, not to the functional structure
- We are measured against different criteria
- Not just deployment of equipment--provision of integrated capabilities
 - We do not get rewards for delivering--we are accountable for how it works today and in the future

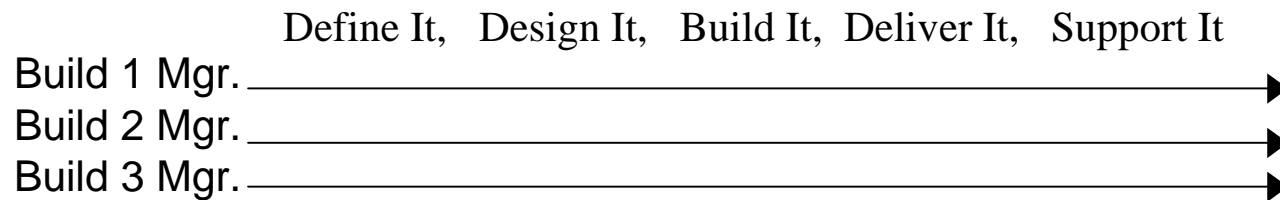


ATB Accountability

Before ATB



After ATB



Integration

- Success will be measured against the provision of integrated capabilities
 - What the customer needs, when the customer needs it
- Integrated planning based on needs
 - One shared set of priorities (see “ATB Core Values”)
 1. The public
 2. Aviation community
 3. Service partners
 4. ATB employees
 5. FAA management
 6. Executive and legislative branches
- Integrated execution



ATB Integration and Alignment

Planning Example

Bx - Build "X"

D - Define It

IS - Implementation Support

OSF - Operational Support Facility

PC - Program Control

P/C & I - Plan/Control & Integration

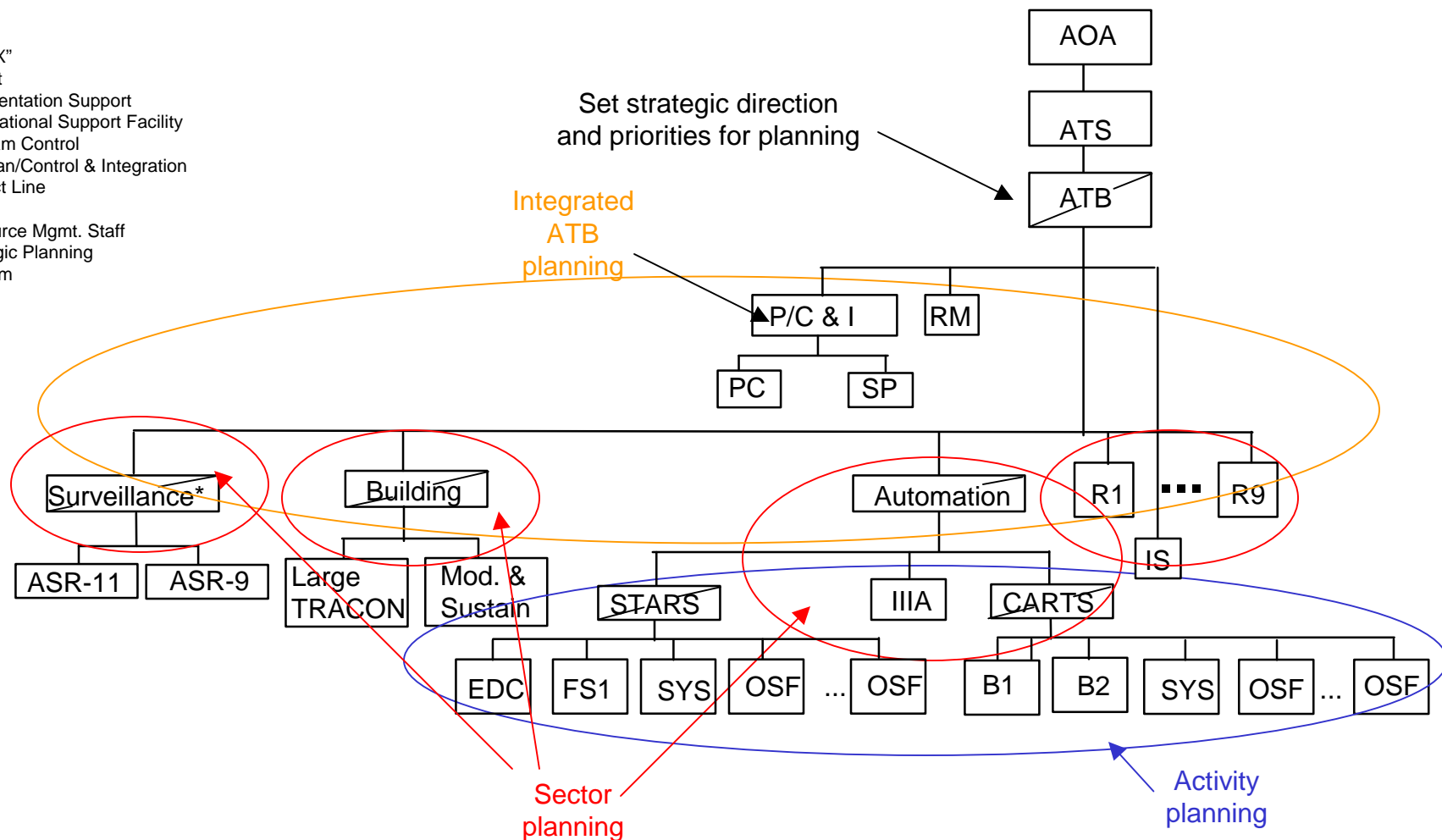
PL - Product Line

R - Region

RM - Resource Mgmt. Staff

SP - Strategic Planning

Sys - System



*Initially - Planning Only



Stability

- Budgets change; things happen
- We are designing an organizational process that stabilizes us against budget changes and does not amplify them
- Politics will always be a factor

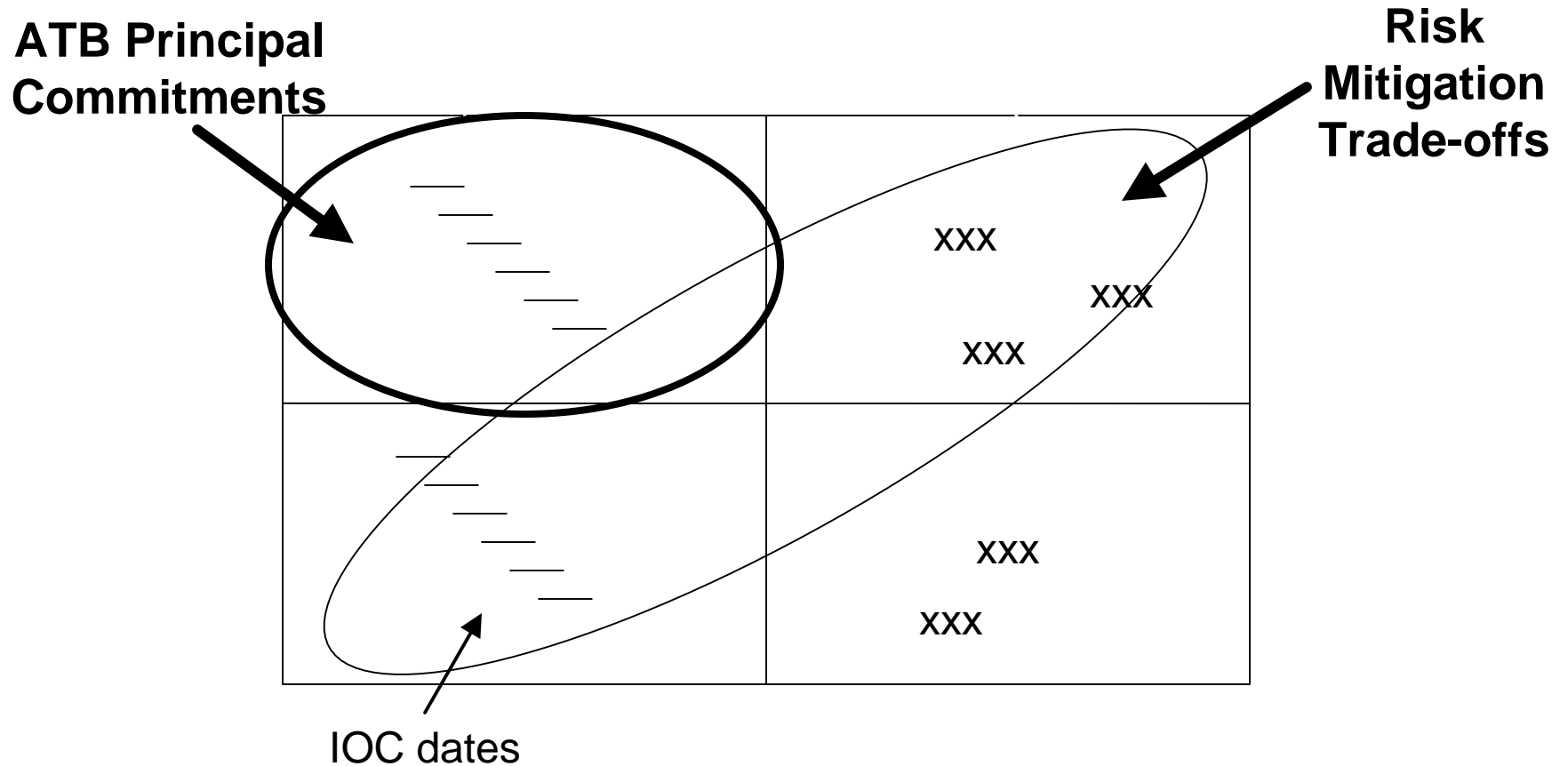


Equity

- All urgent requirements get the same treatment, no matter where they originate
 - Risks that develop in the Regions are treated just like risks that are identified at Headquarters



ATB Budget Trade-Offs

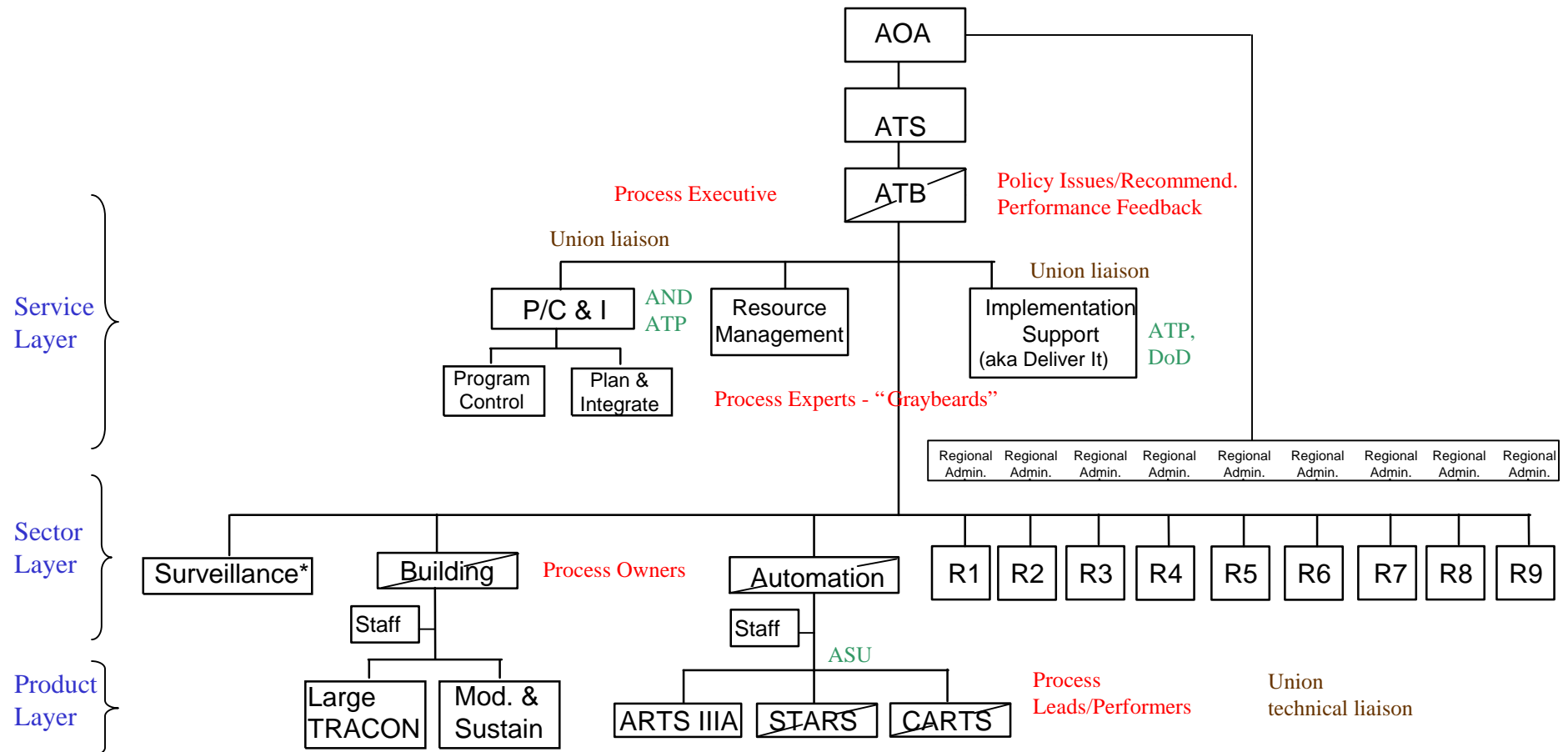


Regional ATB Organization (ATB-101/109)

- Nine Terminal Business offices, one in each Region
- The role of the Regional ATB program manager will be to
 - Collect the information used to define the work plan
 - Reach agreement on Regional priorities
 - Participate in defining national priorities and the work plan
 - Ensure the work plan can be executed by the Region
 - Execute the work plan
- Regional ATB program managers are fully integrated members of the ATB management team.
- Regional Administrators will
 - Act as executive sponsor
 - Actively support and facilitate the RATB program manager



ATB - Initial Organization Structure



- Supervisor
- Supervisor and deputy
- Team lead, non-supervisor

P/C & I - Plan/Control & Integration
R - Region
*Initially - Planning Only

Results We Expect To See

- Shared priorities
 - Less rework
- A single integrated plan
 - Fewer disconnects and less replanning
 - More efficient and effective use of workforce
- Integrated response to budget instabilities
 - Limit programs and capabilities affected
- Merged processes
 - Increased accountability and responsibility
 - Inclusion of all skills and people
 - Increased communication and ownership
 - Less “finger-pointing”
 - Integrated, web-based tools to manage priorities, integrated schedule, budget, CM, etc.

